ITEM 44/2011
ADOPTION OF THE RECRUITMENT AND EMPLOYMENT PRACTICE POLICY

COUNCIL MEETING: 24 NOVEMBER 2011

1. PURPOSE:

The purpose of the item is to present to Council the Selection and Recruitment Policy for adoption.

2. BACKGROUND / DISCUSSION:

The Selection and Recruitment Policy is necessary to enable the Municipality to proceed in a uniform, manner to fill vacant positions and thereby ensure that service delivery can be effective and efficient.

There is currently a situation where a number of vacancies need to be filled and therefore this policy has been developed.

The process of getting the policy in place has come a long way, where it was developed by Human Capital and thereafter work shopped with the Section 80 Corporate Support

The next process was to workshop the policy with the two Labour Unions, SAMWU and IMATU in a LLF-Meeting. To finalise the process took a number of sessions, the last session of which took place on 11 November 2011.

The policy is now in such a stage that it can be presented to Council for adoption.

3. ORGANISATIONAL AND PERSONNEL IMPLICATIONS:

The appointment of staff will proceed in terms of the policy.

4. FINANCIAL IMPLICATIONS:

None. all staff may only be appointed in positions already budgeted for.

5. COMMUNICATIONS IMPLICATIONS:

The policy will have to be communicated to all employees.

6. CONSTITUTIONAL AND LEGAL IMPLICATIONS:

The policy was work shopped extensively.

7. OTHER DEPARTMENTS / BODIES CONSULTED:

None

8. RECOMMENDED:

That the Council adopt the Recruitment and Employment Practice Policy as attached as Annexure "A".

MERAFONG CITY LOCAL MUNICIPALITY

RECRUITMENT &EMPLOYMENT PRACTICE POLICY

050

RECRUITMENT &EMPLOYMENT PRACTICE POLICY

Policy Number:	Approved Date:
Effective Date:	Review Date:

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary.

Why Have a Policy?

This policy is intended to create a framework for decision-making in respect of employment practice/s in the Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Municipality.

THE POLICY

1. PREAMBLE

The Recruitment & Employment Practice policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of these employees.

All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity plan.

2. DEFINITIONS

"candidate" means an applicant for a post.

"induction" initiation: a formal entry into an organization or position or office.

"internal applicants" for the purpose of this policy internal applicants will be (i) permanent employees, (ii) employees employed in terms of section 57, (iii) political staff and (vi) employees appointed on month to month basis for longer than twelve (12) months.

"external applicants" for the purpose of this policy external applicants will be (i) interns, (ii) locals, (iii) provincial staff, (iv) auxiliary workers, (v) and all others that are not covered under the definition of internal applicants.

"local" means a residential address (*domicilium citandi*) which falls within the boundaries of the area of jurisdiction of Merafong City Local Municipality.

"nepotism" means favoritism on the basis of family relationship.

"recruitment" means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances

and traits to fill job requirements and to assist the municipality in achieving its objectives.

"**reference check**" means the gathering of information about candidate's past history from people with whom such candidate has been associated.

"**Salgbc**" refers to the South African Local Government Bargaining Council.

"**selection**" means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

3. LEGAL FRAMEWORK

- Local Government: Municipal Systems Act32 of 2000 as amended.
- Local Government: Municipal Structures Act 117 of 1998.
- Local Government: Municipal Finance Management Act 56 of 2003.
- Employment Equity Act 55 of 1998.
- Basic Conditions of Employment Act 75 of 1997
- Labour Relations Act 66 of 1995.
- Local Government Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal ManagersRegulation R 805 of 1 August 2006.
- Salga Bargaining Council Collective Agreements.
- Regulation R 493 National Treasury: Local Government: Municipal Finance Management Act: Regulations on Minimum Qualification levels of 15 June 2007
- The Constitution of South Africa Act 1996
- Circular nr 19 of 2011 – Implementation of the Local Government Municipal Systems Act, 2011 (Act 7 of 2011).

4. SCOPE AND APPLICATION

To ensure a fair and equitable employment process, this policy shall apply to all appointments made within the Municipality. This policy will not apply to acting appointments.

5. OBJECTIVES OF POLICY

The Municipality recognises that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipality, its political structures and political office-bearers as well as its employees, to comply at all times and without exception with the relevant legal prescripts governing the situation concerned.

This policy is further based on the principles set out below. Human resource management in the Municipality must –

(a) be characterised by a high standard of professional ethics;
(b) promote the efficient, economic and effective utilisation of employees;
(c) be conducted in an accountable manner;
(d) be transparent;
(e) promote good human resource management and career development practices, to maximize human potential; and
(f) ensure that the municipality's administration is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. POLICY CONTENT

Subject to a policy direction of the municipal council - and except for the appointment of a municipal manager and managers reporting to the municipal manager - the responsibility for the appointment of personnel rests with the Municipal Manager or his delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

6.1 Staff and Post Establishment

The post structure is aligned with the municipal IDP and approved system of job evaluation as defined by the South African Local Government Bargaining Council (SALGBC).

The Municipal Council must approve the staff establishment of the Council and, - unless it has issued delegations to the Executive Mayor- has an oversight role in the implementation of the staff establishment of the Municipality. Therefore, all requests for new positions and/or unfreezing of the posts must be developed by the Municipal Manager and submitted to council for approval.

The Municipality will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment.

6.2 Recruitment – Refer Annexure A

Before any recruitment processes can proceed, the position must exist on the council approved organization structure and must be budgeted for.

6.2.1 Determining recruitment needs

Prior to filling a post, the necessity for filling shall be assessed and motivated in writing by the Head of Department to the Municipal Manager or his delegate:

Provided that the authority to fill vacancies can only be delegated to a Head of Department. For this purpose Annexure C must be completed and duly signed off. Additional motivations for filling of positions are also required. Copies of the approved organisational structure as well as the positions job description must form part of the supporting documents.

6.2.2 Validation of inherent requirements

The inherent requirements of a job must reflect the needs of the Municipality and must be appropriate to achieve the service delivery interests of the Municipality.

Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/ job profile or job description are scrutinized as to relevance and applicability.

6.2.3 Recruitment Advertisement

The validated inherent job requirements and key performance areas shall form the basis for the advertisement/brief and all advertisements shall clearly state:

- The name and location of the Municipality.
- A statement that the Municipality subscribes to the principles of employment equity.
- Previously disadvantaged and disabled people are encouraged to apply.
- The designation of the position that is advertised.
- The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- A summary of the key performance areas/primary duties of the position.

- A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
- In the case of the municipal manager and a manager directly accountable to the municipal manager, a statement that the continued employment of the successful candidate will be subject to the annual conclusion of a performance agreement with the Municipality.
- The name and contact details of the person to whom enquiries may be directed.
- A statement that canvassing will disqualify any candidate from being considered for appointment.
- An indication of the remuneration offered.
- The format and content of applications.
- The address where, and person to whom, applications must be delivered.
- The closing date for the submission of applications.
- A statement that applications received after the closing date will not be accepted or considered.
- A statement that if an applicant does not hear from the municipality within 30 days his/her application was unsuccessful.
- A statement that email and faxed applications will not be considered.
- Subject to the Council's language policy, applications may be submitted in any official language recognised by the South African Constitution.

Vacancies must first be advertised internally and if an internal suitably qualified employee is not found, then the vacancy shall be advertised externally, provided that external advertisements may only be published in a newspaper of record in terms of section 21(1) of the Municipal Systems Act, as follows:

"(1) When anything must be notified by a municipality through the media to the local community in terms of this Act or any other applicable legislation, it must be done-

(a) in the local newspaper or newspapers of its area;

(b) in a newspaper or newspapers circulating in its area and determined by the council as a newspaper of record; or
(c) by means of radio broadcasts covering the area of the municipality."

Nature of post Advertising medium

Nature of Post	Advertising Medium
Permanent entry occupations (levels 8 -14)	Public Notice boards
Middle level occupations (levels 4 – 7)	Internally, local-provincial and national newspapers
Senior management and professional (levels > 3 -) Occupations	Internally, provincial and national newspapers

Recruitment of fixed term staff for appointment in political offices - where the terms of the contracts are linked to the term of the political office bears as provided for in this policy - will be advertised internally and externally simultaneously.

6.2.4 Unsolicited applications

Unsolicited applications received during the course of the Municipality's operations must be returned forthwith to the applicant stating that the Municipality did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the Municipality would advertise such vacancy.

6.2.5 Head hunting

Head hunting shall not be allowed.

6.3 SELECTION

6.3.1 General Principles Governing Selection

Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Municipality.

The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants as defined in section 20[3] of the Employment Equity Act.

Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training [internal/external] as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

Canvassing, i.e. attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

6.3.1.1 Nepotism

The basic criteria for the appointment and/or promotion of employees in the Municipality shall be appropriate qualifications and appropriate performance as set forth in the policies of the Council.

Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.

For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws.

A member of a panel that are related to applicants, must declare the relationship and excuse himself or herself from the selection panel or interview panel when an appointment of such a relative is being considered.

6.3.2 Selection Process

The purpose of selection is to identify the most suitable candidates from all the persons who applied including those who have expertise through experience gained internally.

The short listing panel must select from the master list, with due regard for the numerical goals set in the Municipality's employment equity plan not more than 10 and not less than 3 applicants who in the panel's opinion would be the most suitable candidates to be subjected to the selection process.

Short listing and Interview Panel

The selection and interview process will be conducted by a selection panel and interview panel consisting of (depending and with due cognisance of the post):

For Municipal Managers (Section 57)

Short listing and interview panels will be done in terms of Corporate Governance Circular nr. 19 of 2011 – Implementation of the Local Government Municipal Systems Amendment Act, 2011 (Act 7 of 2011).

For Executive Directors Positions (Managers reporting to the municipal manager - Section 57)

- Portfolio Head Corporate & Shared Services
- Portfolio Head of the relevant department
- The Municipal Manager
- Any external person nominated by the Executive Mayor based on his or her expertise or being an office bearer or official at the district municipality or other municipality or from the Provincial Government.

The Executive Director Corporate & Shared Services will be part of this panel for logistical support purposes only.

For Managers Positions

- The Municipal Manager
- Executive Director Corporate & Shared Services
- Relevant departmental Executive Director
- Portfolio Head Corporate & Shared Services
- Portfolio Head of the relevant department

For Positions Post Level 4 – 7

- Manager of the Department
- Human Capital Manager
- Portfolio Head Corporate & Shared Services or his/her nominee
- Portfolio Head of the relevant department his/her nominee

For Positions Post Level 8 – 15

- Manager of the relevant department or his/her delegated assignee(s)
- Human Capital Manager or his/her delegated assignee(s)
- Portfolio Head Corporate & Shared Services or his/her nominee
- Portfolio Head of the relevant department or his/her nominee

6.3.3 Compiling of master lists

After the closing date of an advertisement all the applications received for every specific position are captured in on the master list compiled by the Manager: Human Capital. The master list must contain, in table form, the following particulars in respect of each candidate:

- the applicant's surname followed by her/his initials
- the applicant's gender;
- the applicants age;
- the applicant's race;
- the applicant's qualifications and experience relevant to the job description and job specification;
- if applicable, the nature of the applicant's disability;
- information on the status and verification of qualifications, experience and references;
- the applicants residential address that and
- an indication if the candidate is local or not.

The Manager: Human Capital must submit the master list, together with the applications to the relevant departmental head or in the case of the appointment of a Municipal Manager or a manager directly accountable to the Municipal Manager, to the Executive Mayor.

The Manager: Employment Equity must submit employment equity targets.

The Manager: Human Capital must, during the compilation of the master list, take all reasonable steps and actions to establish the validity and accuracy of any certificates, diplomas and other information supplied by an applicant. If any candidate submitted or claimed that she/he had some or other certificate or diploma, qualification or experience that is disproved, such information must be noted next to the name of the candidate in the master list.

6.3.4 Compiling short lists

Short listing must be done in accordance with the following order of preference –

- Internal applicants
- Local applicants
- Regional applicants
- Provincial applicants
- National applicants

The shortlisting panel must submit the particulars of the short listed candidates to the Manager: Human Capital.

6.3.5 Notification of short listed candidates of selection proceedings

The Manager: Human Capital must notify every candidate whose name has been short listed of the venue, date and time and nature of the selection proceedings she/he must attend using the most reliable communications methods available.

6.3.6 Interviewing in respect of vacancies

The interview panel must conduct interviews for allpositions as set out above.

Only constituted members of an interview panel stipulated in this policy will have the right to score applicants during interviews.

Completed score sheets must be kept in safe storage for a period of at least oneyear after an appointment decision has been made.

6.3.7 Conducting proficiency tests

One or more relevant proficiency tests (e.g. typing tests, operating a grader, artisans, financial staff etc.) may be required to be conducted before or after an interview is conducted. A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the job description.

6.4 Appointment

The appointment of an applicant may take place only in accordance with the requirements of the post concerned and the merit of the applicant.

6.4.1 Appointment for a fixed term

Unless otherwise indicate in this policy, a fixed term appointment contract is applicable on a person appointed as –

- Municipal Manager,
- Manager directly accountable to the Municipal Manager.

The employment contract of a person appointed for a fixed term must comply to the conditions set out in the Local Government Performance Regulations for

Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 (regulation R 805 of 1 August 2006.

Fixed term contracts for Municipal Managers and Managers Directly Accountable to Municipal Managers will be up to a maximum of five years, not exceeding a period ending one year after the election of the next council of the municipality, as stipulated in section 57 of the Municipal Systems act.

The annual performance agreement must comply to the conditions set out in the Local Government Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 (regulation R 805 of 1 August 2006.

Applicants for these positions must comply with the Regulation R 493 National Treasury: Local Government: Municipal Finance Management Act: Regulations on Minimum Qualification levels of 15 June 2007 and section 54A and section 56 of the Municipal Systems Act.

6.4.2 Appointment of employees in temporary positions and on month to month or other short term fixed contracts.

It is prohibited to appoint any person in any capacity (temporary, permanent and fixed term contractual) on a temporary structure that is not approved by council.

Council discourages an employment practice where employees are employed on a month to month, short term contract or on any temporary basis, but acknowledged that circumstances may make it unavoidable. Typical case examples will be temporary appointments to replace an employee that is on maternity leave.

A person appointed to a temporary position –

- is appointed at the salary applicable to a comparable position on the permanent establishment;
- may not receive any housing and travelling benefits;
- may not become a member of a retirement fund or medical aid scheme to which the Municipality must contribute;
- earns leave in terms of the relevant collective agreement; and is subject to the attendance requirements, rules of conduct and grievance procedures in terms of the Municipality's conditions of service;
- May not be appointed for a period exceeding six(6) months and may not be appointed for a consecutive period of six (6) months.

6.4.3 Appointment of personnel in the office of any councillor

Only a full-time political office-bearer is entitled to one or more employees being assigned to her/him. Any position created with the sole purpose of providing administrative support to a councillor, is created in the political offices.

Any person employed in a post assigned to any Councillor must be appointed in terms of a written fixed term contract entered into with the Municipal Manager for a period of five years.

6.4.4 Appointment of replacement labour in the event of a strike

Appointment of replacement labour during a strike will not be allowed, such will be addressed in terms of the essential services agreement.

6.4.5 Appointment to a permanent position

The Manager: Human Capital must present every newly appointed employee with a letter of appointment not later than the day on which she/he starts working in terms of section 29 of the Basic Conditions of Employment Act 1997. A copy of the incumbent's job description must also be presented with the appointment letter.

Whenever any of the details contained in such a letter change the Manager: Human Capital must inform the employee in writing of such changes.

In the event of an employee that cannot read the Manager: Human Capital or relevant departmental head must explain the content of such letter and any amendment thereof to every such employee in a language that she/he understands.

6.4.5.1 Probation

Any permanent or fixed term contract employee who is newly appointed must be appointed on probation for a period not exceeding six months. Any appointment on probation must also comply with the relevant legal prescripts of the Labour Relations Act, Act 66 of 1995 and any Code of Good Practice published in terms of the aforementioned Act.

The direct supervisor must evaluate the progress and performance of an employee appointed on probation on a monthly basis according to such factors, objectives and criteria as may be prescribed in terms of the Municipality's employee performance appraisal system.

6.4.5.2 Induction

Induction will be addressed in terms of the Induction policy.

6.5 Relocation of Newly Appointed Employees

The Municipality shall pay a once off amount of 75% of an employee's cost of moving from a residence outside the municipal boundary, but within the South African border, to a residence within the municipal boundary on her/his appointment, including transit insurance, but excluding any packing and packaging cost, as indicated on the cheapest of the quotations.

The Municipality through its procurement process will obtain three quotations for the relocation of the new employees' household, in conjunction with new incumbent.

The employee must reimburse the full amount of the subsidy to the Municipality if her/his employment with the Municipality is terminated for whatever reason, excluding the demise of the employee, within one year after the subsidy had been paid.

Travelling and accommodation cost is payable to external candidates that are invited for interviews in terms of the Council's Traveling and Subsistence policy for real kilometers traveled and essential overnight accommodation if necessary for the sole purpose to attend the interview.

6.6 Confidentiality

By signing, the Contract of employment, all employees bind themselves to an undertaking of confidentiality, whereby they will not disclose any information

pertaining to the operations of Council without the permission of Council and Municipal Manager, unless required within the course of their duties, whether this is during or after termination of employment.

7. IMPLEMENTATION AND MONITORING

This policy will be implemented and effective upon approval by Council.

8. COMMUNICATION

This policy will be communicated to all municipal employees using the full range of communication methods available to the municipality.

9. POLICY REVIEW

This policy will be reviewed every two years and revised as necessary.

10. BUDGET AND RESOURCES

The financial and resource implication/s related to the implementation of this policy must be qualified and quantified.

11. ROLES AND RESPONSIBILITIES

Role	Responsibility
Municipal Council	Approve the staff establishment of the municipality Approves strategy and recommendations of the selection panels in respect of appointments on job levels relating to the Municipal Manager and Section 57 Employees

Role	Responsibility
Municipal Manager (subject to its delegations if any)	Develop the staff establishment and finally approve all final appointments other than section 57 posts
Executive Director or Head of the Department	Reviews the operational needs for advertising the positions and motivate the filling of vacancies to the Municipal Manager
Selection Panels	Short-lists, conducts interviews and make recommendations on suitability of candidates.
Human Capital	Custodian of recruitment selection, placement and induction processes.
Labour Representatives	Ensures transparency and openness in the selection processes

12. RECORD KEEPING

Adequate records of the entire selection process need to be maintained, including selection and short listing criteria; reasons for inclusion/exclusion of candidates; structured interview guide; copies of all other assessments utilised; comprehensive notes on assessment of each candidate; assessment ratings; reference checks. As in the recruitment process, these records need to be maintained for the prescribed period.

Minutes of selection and interview panels must be concluded and approved as a true reflection of the process, before the panel adjourn.

13. PENALTIES

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

14. DISPUTE RESOLUTION

Internal dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy. For all external candidates, the recognised labour relations mechanisms shall be applied.

Should there be any objection regarding an appointment, served on the Office of the Municipal Manager in writing, within in the next working day after conclusion of the interview, the appointment must be held in abeyance until the objection has been addressed. The objection need to be resolved within three working days by the Municipal Manager or the delegated official.

15. INTERPRETATION AND APPLICATION

In the event of any issue regarding the interpretation and application between provisions of this policy and any applicable local government legislation, labour legislation and regulations, the promulgated legislation and regulation prevails.

In the event of a dispute regarding the interpretation of this policy the dispute may be referred to the SALGBC, Gauteng Division, for resolution.

16. EXCLUSION

Ward based recruitment for project related employment in terms of the Extended Public Works Programme (EPWP) is excluded from the conditions of this policy.

17. DELEGATIONS

All delegation in terms of this policy must be in writing as per section 59 of the Municipal Systems Act.

18. AUTHORITY

Formulation Policy : Executive Director: Corporate & Shared Services

Authorisation Policy : Council

Ownership & Maintenance Manager : Executive Director Corporate & Shared Services

RECRUITMENT TIME FRAMES

ANNEXURE A

The following times frames should serve as a guideline for turnaround on recruitments.

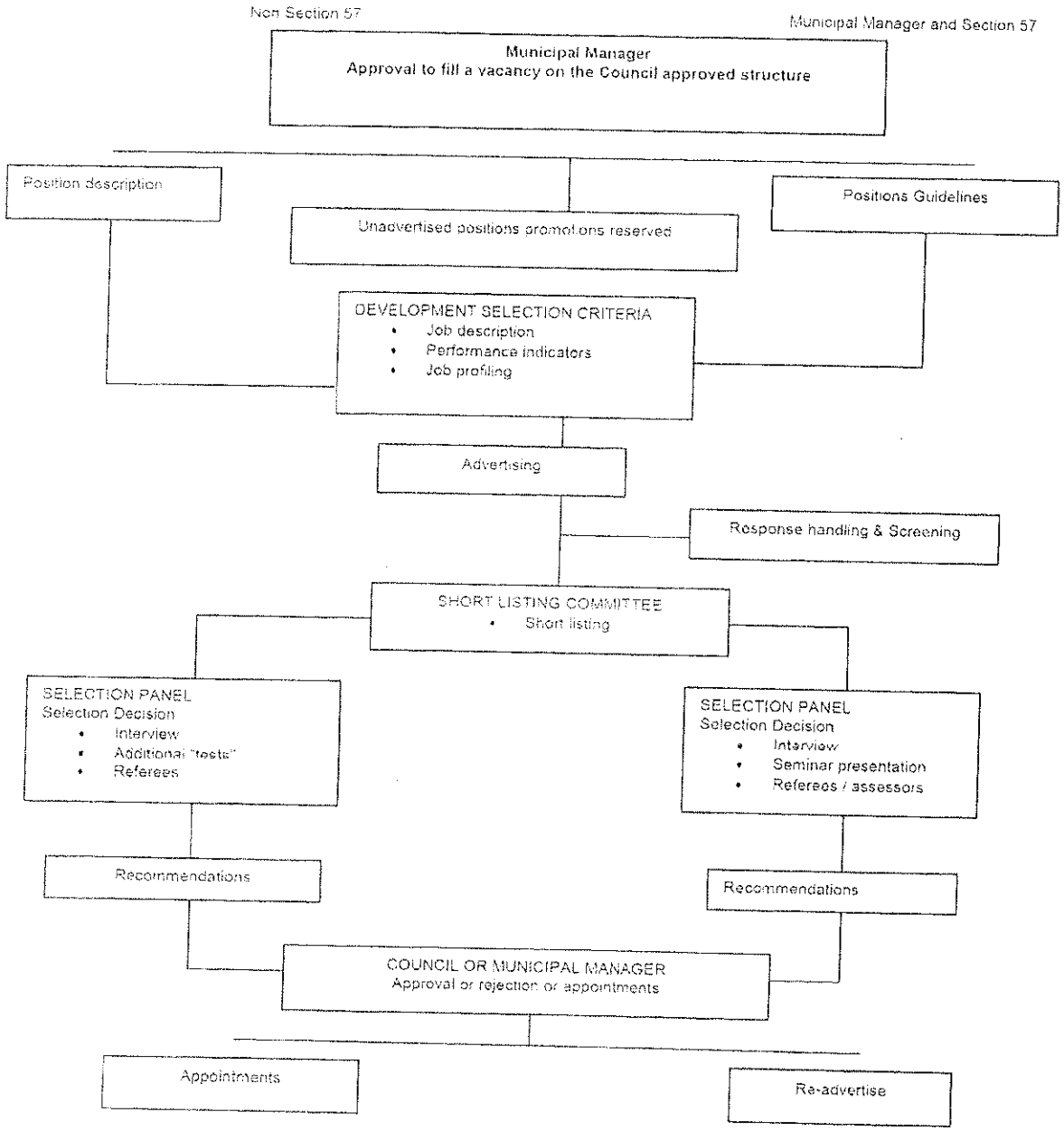
ACTIVITY	RESPONSIBILITY	TIME
VACANCY • through resignation • dismissal • retirement • incapacity • other	Line Manager to motivate filling of post to MUNICIPAL MANAGER by completing an application form for filling of positions (Annexure D)	Within 2 (two) weeks of occurrence of vacancy or as soon as reasonably possible
ADVERTISEMENT • internal • external	Executive Director Corporate & Shared Services or Human Capital Department on referral by Executive Director Corporate& Shared Services to request job profiles and place advertisements	Advertisements are for 2 (two) weeks period with a grace of an additional 3 (three) days for posted applications
SCREENING • rejecting non complying applications • filing complying application	Recruitment Office	Within 3 (three) days from the closing date of applications in terms of the advertisement
SHORTLISTING or SELECTION	Short Listing Committee	Within a week from the closing date of applications in terms of the advertisement
INTERVIEW	Selection Panel	Within a week from the final short listing
APPROVAL	Municipal Manager authority or Council	Within a week after recommendations submitted by the Selection Panel
APPOINTMENT	Municipal Manager or Council	Immediately after approval by delegated authority or Council
		Average time frame from the date of advertisement to appointment is 5 (five) weeks

Same Week

ANNEXURE B

FLOW CHART: EMPLOYEE SELECTION PROCEDURES

The following flow chart should serve as a guideline on Employee Selection Procedures:



ANNEXURE C

DIRECTORATE: CORPORATE SUPPORT & SHARED SERVICES
SECTION: HUMAN CAPITAL

NB: Tick appropriate block

1. REQUEST TO ADVERTISE APPROVED POST (PERMANENT) ☐
2. REQUEST TO ADVERTISE APPROVED POST (TEMPORARY) ☐
3. OTHER (SPECIFY)..... ☐

DIRECTORATE : .....

DEPARTMENT : .....

DESIGNATION : .....

COST CENTRE : | | | | | | | | | | | | | |

FUNDING AVAILABLE :	Yes	No
CONFIRM FUNDING AVAILABLE MAY BE USED FOR THIS POSITION	Yes	No

EVALUATED LEVEL / SALARY : .....

PREVIOUS INCUMBENT NAME : .....

PREVIOUS INCUMBENT PAY NO. : .....

REQUIREMENTS : .....

KEY PERFORMANCE AREAS : .....

.....

.....

PROPOSED MEDIA : .....

IF TEMP APPOINTMENT SPECIFY PERIOD : .....

.....
SECTIONAL MANAGER

.....
DATE

.....
EXECUTIVE DIRECTOR, COO OR CFO

.....
DATE

POSITION ON THE COMPLIMENT	
NOT ON THE COMPLIMENT	

.....
MANAGER HUMAN CAPITAL

.....
DATE

.....
EXECUTIVE DIRECTOR: CORPORATE& SHARED SERVICES

.....
DATE

BUDGET CONFIRMED	
NO BUDGET/REFERRED BACK	

.....
CHIEF FINANCIAL OFFICER

.....
DATE

APPROVED	
NOT APPROVED	

.....
MUNICIPAL MANAGER

.....
DATE